

Municipal Government: Understanding the Basics



Joyce Wilson, City Manager
City of El Paso
Neighborhood Leadership Academy
September 29, 2010



Role of Municipal Government

- What is a municipality?
- We maintain a great responsibility to the residents within our community
- Our municipal structure: Council-Manager form of government



Council-Manager Government

- Combines strong political leadership of elected mayor and council with the strong managerial experience of a city manager
- More than 89 million Americans live in communities that operate under council-manager government
- Most popular form of government in the United States in communities with populations of 5,000 or greater



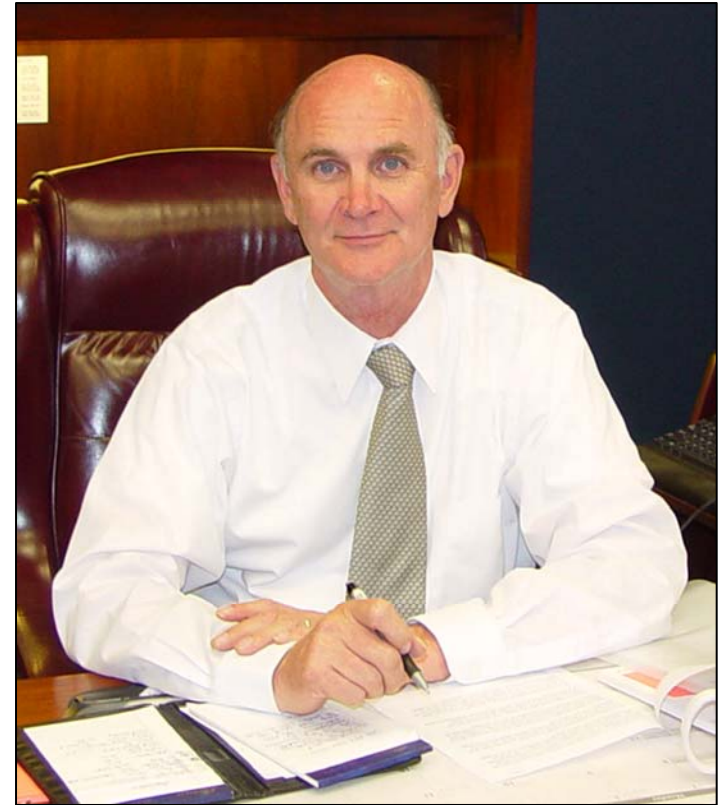
Mayor and Council Representatives

- Elected by voters for defined terms of office
- Policy makers who define public purpose through council action
- Decides “what and why” – the intent, expectations, motive for government actions
- Mayor provides political and community leadership



Mayor's Role

- Key representative in intergovernmental and international relationships
- Fosters communication between city representatives and city manager; defines and adjusts the relationship to maximize effectiveness
- Sets goals, priorities and initiatives for the community
- Mayor and Council form a policy-development team



Council Representatives' Roles and Responsibilities

- Appoint the City Manager
- Evaluate City Manager through organizational performance
- Establish policy for the City
- Forms the legislative body for the city
- Approves the budget
- Votes on ordinances and resolutions



City Manager



- Trained Professional, appointed by Council
- Serves at will of the Council majority
- Implements Council policy through staffing and budget control
- Decides “how” or the manner, direction or means to accomplish policy

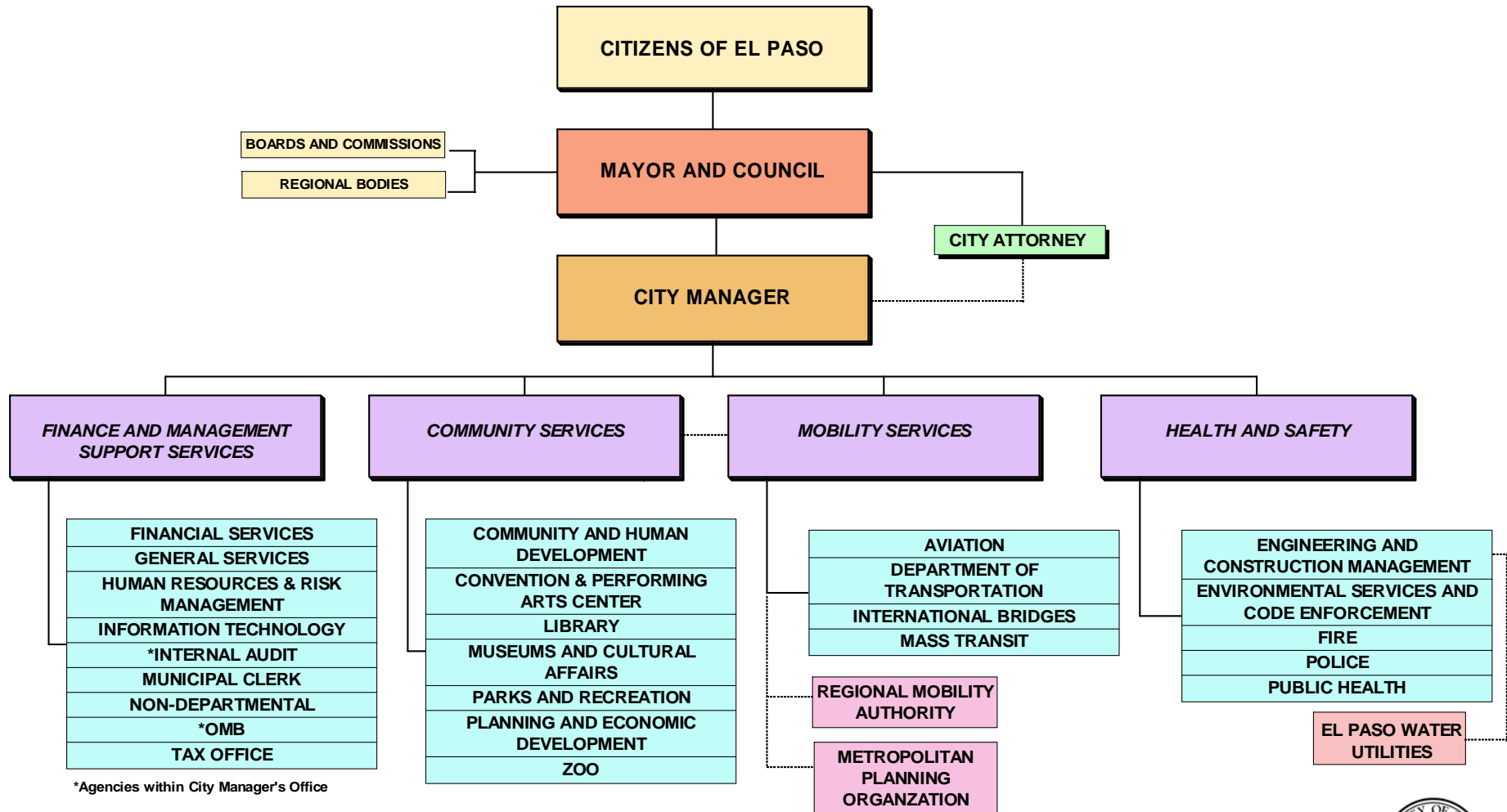


City Manager

- Full-time, paid, public service
- Provides administrative and organizational leadership
- Influence is positional through organizational authority
- Typically views the community as a “whole” and “systematically”, not as separate districts



City of El Paso Organizational Chart FY 2011



FY 2011 Adopted Budget

		Adopted FY2010	Adopted FY2011	Percentage Increase
All Funds	\$	673,902,407	\$ 693,060,294	2.84%
General Fund	\$	312,254,719	\$ 315,549,465	1.06%



Growth Driving Factors

New Facilities

- ❑ Opening of Cielo Vista Library
- ❑ Opening of Pat O'Rourke Recreation Center
- ❑ Full year of operation of The African Exhibit at the El Paso Zoo
- ❑ Increase in the Parks Department to maintain:
 - A full year operation of the West Side Soccer Complex
 - Increase staffing in aquatics
 - Youth programs approved by City Council during the course of the year
- ❑ Increase in General Services to maintain:
 - 51 acres of new parkland



Major Changes

- ❑ Eliminate Development Services to realign the Planning Division with Economic Development and Building, Permits & Inspections with Engineering Services
- ❑ Consolidate all transportation planning and operations functions into one Department of Transportation
- ❑ Transfer Benefits and Risk Management from OMB to HR
- ❑ OMB becomes an agency of the City Manager's Office
- ❑ Consolidate all building and non-building code enforcement
- ❑ Continue our contractual relationship with the County IT Department for management oversight
- ❑ Create a regional emergency and non-emergency communications center
- ❑ Transfer management of Land and Facility Maintenance from Parks to General Services



Public Safety Enhancements

- Improve answer rate and response time to 911 emergency calls
- Implementation of a 311 Customer Service Center
- Fire
 - Staffing for new Fire Station 31
 - Include 2 academies of 15 starting December and June
 - Civilianize inspector positions through attrition
- Police
 - Includes 2 academies of 25 starting in September and April



Health and Safety

- **Engineering & Construction Management** – Provide development, design, construction services and regulatory guidance
- **Environmental Services & Code Enforcement** - Provide sanitation, recycling and landfill management
- **Fire** – Emergency and non-emergency response, including medical services and communications
- **Police** – Provide enforcement, investigative and crime prevention/suppression functions
- **Public Health** – Provide preventative care and animal services for the community



Finance & Management Support

- **Financial Services** – Responsible for the management, monitoring and disbursement of the City's cash resources
- **General Services** – Maintenance and management of City assets including facilities, fleet and parks
- **Human Resources & Risk Management** – Attract, motivate and retain qualified employees
- **IT** - Develop, promote, facilitate and ease the flow of information within the City organization through the use of technology.
- **Municipal Clerk/Court** - Repository of City Council actions and meetings, elections, and the court of record with jurisdiction over Class C misdemeanors and civil parking citations issued within the city limits.
- **Tax Office** – Property tax collector and assessor of on behalf of 31 entities within El Paso County



Community Services

- **Community & Human Development-** Collaborate with the community to revitalize neighborhoods, enhance services, and expand housing opportunities for low to moderate income families.
- **CVB-** Strengthen the economy by attracting visitors to El Paso for the purposes of business and pleasure.
- **Library-** Serve the community by providing access to information and cultural enrichment
- **Museums & Cultural Affairs-** Collect, preserve, and interpret art and artifacts and provide recreational/ artistic events to the community
- **Parks & Recreation-** Develop and preserve parks and facilities for recreational and leisure activities
- **Planning & Economic Development-** Develop quality employment opportunities, expand the tax base, and diversify the economy while being mindful of long-term community impacted planning.
- **Zoo-** Create opportunities for people to rediscover their connection to nature.



Mobility Service

- **Aviation** - Provides airline passenger services, air cargo, and general aviation services.
- **Department of Transportation** – Responsible for Transportation Planning, Programming and Infrastructure Maintenance.
- **International Bridges** - Management, maintenance and toll collection of southbound traffic on the Zaragoza, Santa Fe and Stanton Bridges
- **Mass Transit (Sun Metro)** - To provide a safe, reliable, clean bus driven by a professional coach operator that practices excellent customer service.



Major Revenue Accounts

Description	FY2011 Adopted	Percentage of Budget
Property Taxes	127,997,456	40.56%
Sales Tax	70,944,480	22.48%
International Bridges	9,461,049	3.00%
Ambulance Revenue	12,279,787	3.89%
El Paso Electric Co.	15,800,000	5.01%
Total	236,482,772	74.94%

Total FY2011 Adopted Budget \$315,549,465



FY2011 Revenue Adjustments

❑ Fire

- Increase in Ambulance Fee
 - Current base charge of \$550 is proposed at a rate of \$670 effective FY 2011

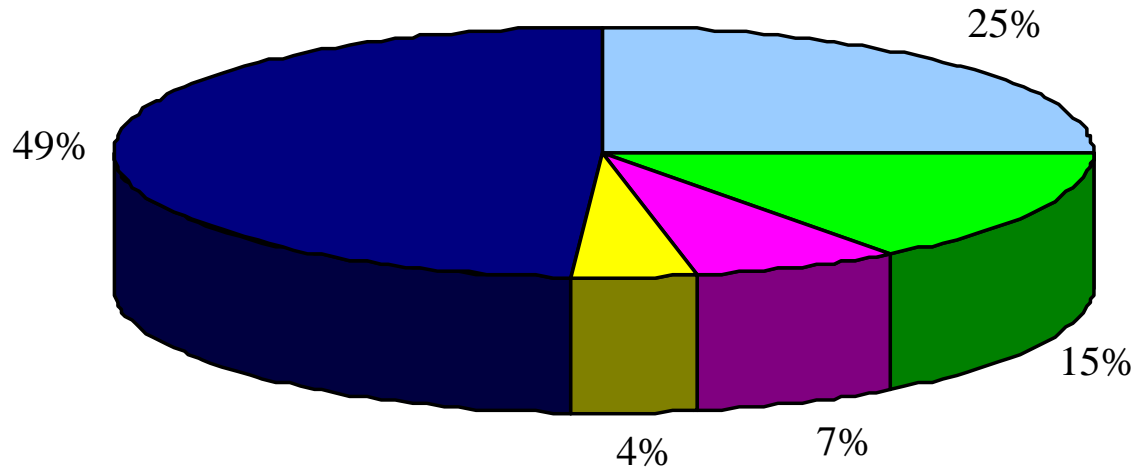
❑ Environmental Services

- Increase Residential Environmental Fee from \$1.50 to \$2.50
- Increase Commercial Environmental Fee from \$10 to \$13
- Increase Commercial Solid Waste Fee from \$16 to \$26
- Increase Additional Container Fee from \$10 to \$16



Property Tax Comparisons

2010 Property Tax Rates as of 8/25/2010



- City of El Paso
- El Paso County*
- University Medical Center (Formerly Thomason)
- El Paso Community College
- Average School District

*Reflects the published rate of 0.377228/\$100



Adopted Tax Rate

	FY2011 Proposed
Certified Valuation received 7/26/2010	29,878,024,160
O&M Requirement	127,997,456
Debt Service Requirement	67,337,656
Total Revenue Requirement	195,335,112
O&M Tax Levy	0.4284
Debt Tax Levy	0.2253
Revised Proposed Tax Rate	0.6537
Current Tax Rate	0.6330
O&M Effective Tax Rate	0.4284
Difference between FY10 vs FY11 Debt Service Rate	0.0143

A 1.73% increase over effective tax rate



Juan F. Sandoval
City Tax Assessor/ Collector
2 Civic Center Plaza, 1st floor of City Hall
El Paso, Texas 79901
Phone (915) 541-4054; www.elpasotexas.gov

Sample Property Tax Bill

2009 Property Tax Bill 2009 Impuestos De Propiedad El Paso Consolidated Tax Office

Victor A. Flores
County Tax Assessor/ Collector

Tax, Agent Code #522493

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Real Estate

X26799S00D0400

Certified Owner

Account No: X267-999-S00D-0400

Legal Description
SA&M GRR SURV 267 ABST 179 50-A-1
(0.2989 AC) & 50-C-2 (0.4878 AC)
(0.7867 AC)

Bob Doe
123 Elm St.
El Paso, TX 79932-1627

Legal Acres:
Parcel Address:
Date as of:

0.7867
10/8/2009

|||||

215952

YOUR CHECK MAY BE CONVERTED TO AN ELECTRONIC FUND TRANSFER

Entry No.	Taxing Entity Name	Exemptions) Code	Exemption Amount	Net Tax Value	Tax Rate	2009 Amount
1	CITY OF EL PASO		\$0	\$115,176	0.63300000	\$729.06
2	EL PASO ISD		\$0	\$115,176	1.2350000	\$1,422.42
3	COUNTY OF EL PASO		\$0	\$115,176	0.33825800	\$389.59
4	EL PASO COMMUNITY COLLEGE		\$0	\$115,176	0.10567000	\$121.71
5	UNIVERSITY MEDICAL CENTER OF		\$0	\$115,176	0.17940500	\$206.63

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2009 Market Value	
Land	\$74,363
Improvement	\$40,813
Capped Value	\$115,176

Sales Tax Savings:
County \$119.53

TOTAL 2009 TAXES/FEEES DUE:	\$2,869.41
TOTAL 2009 ESCROW PAID TO DATE:	\$0.00
TOTAL AMOUNT DUE:	\$2,869.41

AMOUNT DUE IF PAID BY:

February 2010	March 2010	2009 TAXES ARE DUE UPON RECEIPT & MUST BE PAID BY: <u>Monday, FEBRUARY 01, 2010</u> . 7% PENALTY & INTEREST APPLIED ON FEB. 02, 2010
\$3,070.26	\$3,127.66	
Payments and/or information at: Consolidated Tax Office, City Hall 1st floor, 2 Civic Center Plaza, corner of Franklin & Durango streets. Mon.-Fri. (8 am-5 pm); Phone (915) 541-4054.		ONLINE PAYMENTS AT: www.elpasotexas.gov
		MAKE CHECKS PAYABLE TO: TAX ASSESSOR/COLLECTOR PO BOX 29813 PHOENIX, AZ 85038-9813

School information 2009 M&O 1.0400000 I&S .19500000 TOTAL 1.2350000 2008 M&O 1.0400000 I&S .19500000 TOTAL 1.2350000



County Government v. City Government

County

- Administrative division of a state
- Implement state law and policy
- Exercise powers conferred directly upon them by state legislature
- County Judge & County Commissioners

City

- Autonomous jurisdictions incorporation within the state
- Not subject to authority of County, though City works in conjunction with County on consistent basis
- Mayor & City Council; City Manager



City Council Strategic Policy Goals

- **Fiscal Policy:** To ensure long-term financial stability & sustainability of the City government
 - **Transportation:** To establish a comprehensive transportation system
 - **Economic Development:** To become the city with lowest unemployment rate & highest per capita wages in the U.S.
 - **Community Development:** To become the most livable city in the U.S. & be recognized as an international city
 - **Citizen Involvement:** To facilitate opportunities for citizens to be involved in local government
 - **Customer Service:** To become a high-performing, customer-serviced organization
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Current Major Issues

- Economic Development
- Downtown and Community Redevelopment
- Mobility Services
- Clean City Efforts
- Monitoring Economic Trends



Final Thoughts

